MUNICIPAL AND COMMUNITY AFFAIRS

1. OVERVIEW

MISSION

The Minister and the Department are responsible for the development and maintenance of community governments, responsive and responsible to residents, with sufficient legal authority and resources to carry out community responsibilities, to provide program and services essential to good community life and to deal effectively with other governments and organizations.

GOALS

1. Increase community government authority and responsibilities through policy, legislation and funding arrangements.
2. Enhance knowledge, skills and abilities of community staff, officials and other partners to better manage community affairs.
3. Contribute to the development of effective, accountable and democratic community governance structures, including self-government arrangements.
4. Support communities in their efforts to provide a safe, healthy and vibrant environment for residents.

PROPOSED BUDGET ($000)

Total Operating Expenses	$90,478
Compensation & Benefits	$12,930
Grants & Contributions	$68,945
Other O&M	$6,391
Amortization	$2,212
Infrastructure Investment	$41,140

PROPOSED POSITIONS

Headquarters (HQ)	63 positions
Regional/Other Communities	49 positions

KEY ACTIVITIES

- Directorate
- Community Operations
- School of Community Government
- Lands Administration
- Sport, Recreation, and Youth
- Regional Operations

STRATEGIC ACTIONS

The Department will take the following actions in support of the government's strategic initiatives:

Building Our Future

- Expand Programming for Children and Youth
  - Youth Programs, including Take a Kid Trapping
  - Youth Centres

- Encourage Healthy Choices and Address Addictions
  - Healthy Choices Framework
  - Support for Multi-Sport Games

- Enhance Support for the Voluntary Sector
  - Support Volunteerism

- Increase Safety and Security
  - Enhancing Emergency Services

Managing This Land

- Continue to Develop Governance
  - Land Administration Program Delivery

- Protect Territorial Water
  - Protection of Public Water Supply – System Upgrades, Training and Support

- Mitigate and Adapt to Climate Change Impacts
  - Energy Conservation and Efficiency

Maximizing Opportunities

- Maximize Benefits from Resource Development
  - MGP Strategic Investment – Permits, Coordination and Regional Support

- Promote the NWT as a Place to Visit and Live[1]
  - Promote the NWT at the 2010 Olympics

Refocusing Government

- Improve Human Resource Management in the NWT
  - Improve Community Capacity

[1] Activity occurs in 2009-2010 only.

2. EMERGING ISSUES

Roles and responsibilities of community governments are changing

Community governments continue to evolve with increasing autonomy and authority over the management of community affairs. As a result, MACA's efforts to develop skills and competencies need to be responsive and appropriate. There are pressures on elected leaders and administrators to develop their capacity in order to lead effectively, manage limited resources, and consider significant issues with long term implications such as Aboriginal self-government and resource development. In addition, relatively recent responsibility for community infrastructure planning, financing, construction and maintenance has added another dimension to the powers and responsibilities community governments are building their capacity to address.

Community government infrastructure costs continue to increase

As communities assume responsibility for capital planning and acquisition, they must deal with the impacts of deferred maintenance and plan for renovation or replacement of essential infrastructure. Climate change poses requirements for new and potentially expensive solutions to development and maintenance of local roads and building foundations. Changing regulatory requirements may result in the need for new and extremely expensive systems for water and sewage treatment.

Synonymous with infrastructure growth is a corresponding increase in the costs of operation and maintenance necessary to run the facilities and realize their full lifecycle. This increasing pressure will require community governments to seek innovative approaches and solutions. While some communities have the opportunity to raise own-source revenues through property taxation, the potential for such revenue is limited in most communities due to the size of the assessment base.

Community governments are challenged to recruit and retain the staff necessary to deliver municipal programs and services

Skilled employees, especially local government administrators, are in short supply due to the challenges of the position and other professional opportunities. Local residents may not have the skills or interest to pursue these positions and competent external hires are scarce given the aging demographic of the profession across Canada.

Capacity challenges vary between smaller and larger communities and so strategies need to be broad and flexible to respond meaningfully to the diverse range of issues facing community governments, and to provide appropriate levels of support.

There is increasing pressure on the Government of the Northwest Territories (GNWT) to update and modernize the administration of Commissioner's Lands

There is an increase in commercial and industrial activity in many communities, and a need for tenured land to support the NWT Housing Corporation's programs, and for other residential development.

There is increasing pressure on MACA to take action against trespassers on Commissioner's Lands, and the Interim Enforcement Strategy approved in 2007 provides the basis for moving forward with this task.

Municipal and Community Affairs

Community governments and the GNWT must ensure that emergency plans are up-to-date and effective

Many communities do not have current emergency response plans. More attention has been focused on the need for effective and proactive emergency preparedness and response so that community governments, with support from key partners, can anticipate, plan for and effectively respond to emergencies impacting their communities.

There is an increasing awareness of the importance of healthy living

Physical activity is a key component in healthy living, and Ministers of Health and Ministers of Sport, Physical Activity and Recreation across Canada have set targets to increase physical activity among residents. Physical activity rates in the NWT are low and effort needs to be made to increase personal involvement.

MACA's role must evolve to support Northwest Territories (NWT) communities to remain sustainable, safe, healthy and vibrant

As community governments take on increasing authority and responsibility, MACA's role continues to evolve. The legislative and policy framework that guides community government activities and funding must continue to be flexible and responsive to community needs.

Communities will need to respond to economic pressures

Communities will face pressures resulting from the recent international economic downturn; while this may not have had an immediate impact yet, it is something that community governments will need to plan and prepare for.

3. 2010-11 Planning Information

The detailed description of planned activities for the department includes the following sections:

a) Fiscal Position and Budget
b) Update on Key Activities and Results Reporting
c) Update on Strategic Activities
d) Overview of Infrastructure Investments
e) Legislative Initiatives
f) Human Resource Overview
g) Information System and Management Overview

a) Fiscal Position and Budget

Departmental Summary

	Proposed Main Estimates 2010-2011	Revised Estimates 2009-2010	Main Estimates 2009-10	Main Estimates 2008-2009
			($000)	
OPERATIONS EXPENSE				
Directorate	4,712	4,603	4,479	4,683
Community Operations	3,419	3,440	3,369	3,457
School of Community Government	1,992	1,956	1,916	1,861
Lands Administration	2,614	2,701	2,627	2,980
Sport, Recreation and Youth	5,045	5,003	4,971	2,504
Regional Operations	72,696	69,053	68,867	65,722
TOTAL OPERATIONS EXPENSE	**90,478**	**86,756**	**86,229**	**81,207**
REVENUES	**38,522**	**7,725**	**16,023**	**3,516**

Note: Revised Estimates for 2009-10 includes the 2009-10 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $527,000.

OPERATION EXPENSE SUMMARY ($000)

	Main Estimates 2009-10	Revised Estimates 2009-10	Proposed Adjustments				Proposed Budget 2010-11
			Forced Growth	Strategic Initiatives	Sunsets and Other Adjustments	Internal Reallocations	
Directorate							
Department Management	**1,008**	**1,024**	23	0	0	0	**1,047**
Other Grants and Contributions	**558**	**558**	0	0	0	0	**558**
Regional Management	**695**	**722**	24	0	0	0	**746**
Corporate Affairs	**434**	**443**	11	0	0	0	**454**
Policy and Planning	**577**	**595**	17	0	0	0	**612**
Financial Services	**699**	**741**	19	0	0	0	**760**
Information Systems	**508**	**520**	15	0	0	0	**535**
Total Directorate	**4,479**	**4,603**	**109**	**0**	**0**	**0**	**4,712**
Community Operations							
Program Management	**484**	**497**	16	0	0	0	**513**
Community Financial Services	**683**	**700**	17		0	0	**717**
Financial Policy	**222**	**231**	10	0	0	0	**241**
Community Governance	**240**	**250**	8	0	0	0	**258**
Infrastructure Planning and Support	**840**	**862**	13	5	0	0	**880**
Community Government Grants & Contributions	**900**	**900**	60	(150)	0	0	**810**
Total Community Operations	**3,369**	**3,440**	**64**	**(145)**	**0**	**0**	**3,419**
School of Community Government							
Program Management	**829**	**838**	11	0	0	0	**849**
Training Programs	**1,087**	**1,118**	25	0	0	0	**1,143**
Total School of Community Gov	**1,916**	**1,956**	**36**	**0**	**0**	**0**	**1,992**
Lands Administration							
Program Management	**769**	**795**	29	0	0	0	**824**
Property Assessment	**1,120**	**1,146**	23	0	(160)	0	**1,009**
Land Programs	**738**	**760**	21	0	0	0	**781**

Total Lands Administration	**2,627**	**2,701**	**73**	**0**	**(160)**	**0**	**2,614**
Sport, Recreation and Youth							
Program Management	**366**	**374**	5	0	0	0	**379**
Sport & Recreation	**1,641**	**1,650**	11	0	(855)	0	**806**
Youth	**595**	**602**	8	0	0	0	**610**
Volunteer	**224**	**232**	3	0	0	0	**235**
Other Grants & Contributions	**2,145**	**2,145**	0	1,065	(195)	0	**3,015**
Total Sport, Recreation & Youth	**4,971**	**5,003**	**27**	**1,065**	**(1,050)**	**0**	**5,045**
Regional Operations							
Program Management	**2,188**	**2,251**	39	0	0	0	**2,290**
Community Government Grants & Contributions	**60,325**	**60,325**	3,502	0	0	0	**63,827**
Other Grants & Contributions	**730**	**730**	5	0	0	0	**735**
Regional Delivery Services	**3,412**	**3,535**	97	0	0	0	**3,632**
Amortization	**2,212**	**2,212**	0	0	0	0	**2,212**
Total Regional Operations	**68,867**	**69,053**	**136**	**0**	**0**	**0**	**72,696**
TOTAL DEPARTMENT	**86,229**	**86,756**	**4,012**	**920**	**(1,210)**	**0**	**90,478**

Note: Revised Estimates for 2009-10 includes the 2009-10 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $527,000.

Forced Growth under Proposed Adjustments includes funding associated with the increased cost of delivering services and also the 2010-11 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $445,000.

REVENUE SUMMARY

	Proposed Main Estimates 2010-2011	Main Estimates 2009-2010	Revised Estimates 2008-2009	Main Estimates 2008-2009
			($000)	
Grant From Canada	0	0	0	0
Transfer Payments	0	0	0	0
Taxation Revenue	0	0	0	0
General Revenues				
Lottery Licences	75	75	75	75
Business Licences	30	30	30	30
Land Document Fees	10	10	10	10
Quarry Fees	20	20	20	20
Real Estate/Direct Seller Licences	5	5	5	5
Vendor/Direct Seller Licences	5	5	5	5
Plan Review Fees	20	20	20	20
Registration Fees	75	75	75	75
Other	0	0	0	0
	240	240	240	240
Other Recoveries	700	700	700	700
Land Leases				
Joint Emergency Preparedness	80	155	0	80
	780	855	700	780
Grants in Kind	0	0	0	0
Capital				
Current Portion of Deferred Capital Contributions	0	35	785	35
Municipal Rural Infrastructure Fund - Capacity Building and Administration	0	96	96	96
Municipal Rural Infrastructure Fund - Tax Based Communities	0	74	1,779	1,779
Municipal Rural Infrastructure Fund - Non-Tax Based Communities	26	0	586	586
Building Canada Plan	37, 476	6,425	11,837	0
	37,502	**6,630**	**15,083**	**2,496**
TOTAL REVENUES	**38,522**	**7,725**	**16,023**	**3,516**

b) Update on Key Activities and Results Report

DIRECTORATE

Description

Departmental Management coordinates the development and the implementation of the Department's strategies with the senior management team and links the Department's activity to the goals of the Minister and Government. Regional Management oversees operations in the regional offices which are responsible for implementation of MACA programs and services. The Directorate also coordinates support for community governments in preparing to maximize benefits and minimize negative impacts from resource development including the Mackenzie Gas Project (MGP). Further, the emergency management function and the Office of the Fire Marshal provide public safety support and services.

Through its Corporate Affairs Division, the Department coordinates planning, reporting, and inter-jurisdictional activities, provides expert financial, policy and information systems advice and manages other administrative services. In 2010-2011, MACA will continue work on several legislative initiatives and implementation of mechanisms to ensure effective planning and communication with key stakeholders. The Department will implement a strategic plan to improve linkages between departmental activities and GNWT objectives.

Major Program and Service Initiatives 2010-11

MACA will continue to coordinate several legislative initiatives and anticipates advancing Bills in 2010-2011 for the new *Community Planning and Development Act* (to replace the current *Planning Act*); the *Local Authorities Elections Act*; the *Senior Citizens and Disabled Persons Property Tax Relief Act;* the *Commissioner's Lands Act;* a new Cost of Credit Disclosure Act; and the *Dog Act*.

The Department will continue work related to the ground ambulance and highway rescue initiative to help clarify service levels and responsibility for service delivery, amongst other issues, to ensure a coordinated system of ground ambulance and highway rescue services in the NWT.

MACA will continue efforts to ensure the interests of community governments are addressed relative to resource development and the MGP.

The Department will continue work with the Department of Human Resources, the Local Government Administrators of the Northwest Territories, and the Northwest Territories Association of Communities on collaborate actions to develop and retain public service staff, including development of web-based resources and tools, training programs, and targeted marketing and recruitment activities.

In order to better integrate and coordinate emergency management activities with other programs, MACA will seek to consolidate the Department's fire safety, consumer affairs and emergency planning and preparedness functions prior to the 2010-2011 fiscal year. As part of this reorganization, MACA will review the NWT Emergency Plan and the Department's emergency management activities to identify options for increased efficiencies, including a review of the *Civil Emergency Measures Act* and Disaster Assistance Policy.

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The Directorate will continue to coordinate the overall capacity building strategies and implementation throughout the Department in order to assist community governments to effectively respond to their expanded authorities and responsibilities.

Four Year Business Plan Update

Results to Date

MACA completed amendments to the Fire Prevention Regulations which now adopt the 2005 National Building Code of Canada, and 2005 National Fire Code of Canada. The Office of the Fire Marshal now accepts plans designed pursuant to these Codes.

The Office of the Fire Marshal released the Community Fire Protection Handbook to assist fire officials in making decisions to implement and improve fire services in their community. The handbook contains fire prevention guidelines and practices as well as the relevant Territorial legislation, regulations and National Fire and Building Codes. Amendments were made to the *Fire Prevention Plan Review Fees Regulations* to increase fees charged to developers for services provided by the Office of the Fire Marshal for the review of development plans.

MACA and Health and Social Services continued to work collaboratively to clarify service levels, responsibility for service delivery, and associated funding for a coordinated system of ground ambulance highway rescue services in the NWT. A draft work plan was developed to help develop options for the long-term legislative and funding frameworks and a working group has been formed.

MACA developed a new Training Services Fund for Community Governments Policy to hire experienced community government employees to deliver courses to community staff.

MACA completed amendments to the Commissioner's Land Regulations concerning procedures for appeals of decisions on Commissioner's lands.

Bill 13, An Act to Amend the Commissioner's Land Act, was passed by the Legislative Assembly which provides that the Residential Tenancies Act does not apply to Commissioner's land held under a lease, clarifies the legal requirements for initiating actions for trespass on Commissioner's land, limits the liability of the Commissioner as an occupier of Commissioner's land, and other minor amendments.

The Department completed an amendment to the Western Canada Lottery Regulations to change the licensee for Western Canada Lotteries to reflect the change in operations from Sport North to the NWT Sport and Recreation Council (SRC).

MACA developed a Community Emergency Plan template to assist community governments in considering the potential threats to their community, as well as the strategies and actions they can establish to prepare for and address these should they cause a state of local emergency.

KEY ACTIVITY 1: COMMUNITY OPERATIONS

Description

Through its Community Operations Division, MACA coordinates many functions that support community governments. This includes financial advisory services, implementation of land claims and self government processes, governance and local authority elections issues, leveraging alternative sources of revenue, and technical advice and support regarding capital programs, works management and infrastructure.

Major Program and Service Initiatives 2010-11

The Division continues to lead analytical work related to providing support and advice to community governments to fulfill their responsibilities. This work involves the following initiatives:

- Support communities with implementation of their responsibilities in the area of community infrastructure planning and operations including capital planning and project financing, project management, and contracting, through the provision of tools, advice/assistance, sharing of best practices, and information on private sector resources;
- Supporting the School of Community Government, and working with the Arctic Energy Alliance and the Northwest Territories Association of Communities to support communities in the development and implementation of their Integrated Community Sustainability Plans;
- Continue providing advice and assistance on budget development, reporting requirements and public accountability including the adoption of Public Sector Accounting Board standards by all communities by March 2010.
- Implement federal infrastructure funding agreements related to the provision of community public infrastructure; and
- Seek amendments to the *Local Authorities Elections Act* to ensure consistency with other municipal legislation.

MACA initiated a review of the Operations and Maintenance Funding model to verify its suitability and adequacy in providing support to community governments which may result in changes to community government funding policies in 2010-2011.

MACA recognizes and supports communities in adaptation to climate change. Through research and information sharing, the Department strives to provide support and technical advice to communities on how to integrate climate change adaptation into their Integrated Community Sustainability Plans.

The Department will continue participating with Environment and Natural Resources, Health and Social Services and Public Works and Services on the Inter-Departmental Drinking Water Management Committee to coordinate the management and administration of drinking water issues.

Four Year Business Plan Update

Results to Date

MACA established five pilot projects for capital project management. The following infrastructure pilot projects are now complete:

- Fort Liard community office complex, fire hall and garage project;

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- Fort Good Hope Solid Waste project;
- Fort McPherson community office complex;
- Fort Good Hope Office Complex; and
- Dettah Office complex.

Integrated Community Sustainability Plans are a requirement of the Canada-Northwest Territories Gas Tax Agreement. A template was required to be completed by March 2007, and communities are required to complete their plans by March 2010. The template has been submitted and approved by Canada. The Integrated Community Sustainability Plan contains four elements – a strategic plan, energy plan, capital investment plan and a human resources plan. Templates and supporting materials have been created for each element and communities are making progress on completing their plans.

In 2009-2010, MACA worked closely with the Northwest Territories Association of Communities to support communities in utilizing tools and resources available to complete their Plans. Regional staff, with support from the Northwest Territories Association of Communities Sustainability Coordinator and other departmental staff, assisted in facilitating and completing Strategic Plans using this planning tool.

MACA completed an update to the Debt Regulations and Authorized Lenders Regulations to offer additional borrowing options to communities. Assistance was provided to a number of communities to complete the borrowing process for infrastructure projects including the development and approval of borrowing bylaws.

A series of Regional Workshops were held on financial reporting which included information on compliance with the pending requirements for capital asset reporting as required by the Public Sector Accounting Board (PSAB). Under the Canada-Northwest Territories Gas Tax Agreement, the Northwest Territories agreed to ensure that all community governments were compliant with the new PSAB standards by March 2010. The Department is working with communities and piloting templates for updating their reporting in this area and new audit guidelines will be implemented for the 2009-2010 reporting year.

MACA worked with the settlement of Fort Resolution to move to Hamlet status and the settlement of Colville Lake to move to Charted Community status, including support and training for the establishment of two new municipal authorities and the winding up of affairs with the old settlement councils.

Changes to Four Year Plan

A new federal infrastructure agreement, the Building Canada Plan, was signed in February 2008, and implementation of this new funding agreement began in 2008-2009. In 2009-2010, Canada provided an opportunity to accelerate the balance of the funding (a total of approximately $45.5 million over a seven year period ending in 2013-2014) within the 2009-2010 and 2010-2011 fiscal years. After careful consideration, the GNWT worked with community governments, the Legislative Assembly and the Government of Canada to accelerate a portion of the funds available. The Department will play a key role in the implementation of this agreement, facilitating completion of community projects, and reporting to the federal Minister.

Measures Reporting

Number of communities with unqualified/qualified/ denied audit opinions

A total of two communities requested extensions to the audit deadline for 2008-2009 which is a 75 percent decrease from the eight communities identified in 2007-2008. Of the thirty-three financial statements received from communities, twenty-five had unqualified audits, four had qualified opinions based on

accounting deficiencies, two were qualified based on prior year documentation and one qualification was not related to MACA funding/programs. One first nation community had a denial of opinion related to bookkeeping and internal contractual matters.

Number of communities with capital investment plans

As reported in MACA's 2009-2010 Business Plan Update, thirty-two communities completed and submitted Capital Investment Plans. A draft of the remaining community capital plan remains pending Council approval.

Number of communities with asset management plans

During 2007-2008, MACA revised the job descriptions for regional capital and works staff to include an emphasis on preventative maintenance. MACA began development of a strategic framework around asset management and intends to continue implementation of the framework in the 2010-2011 fiscal year.

Number of communities with integrated community sustainability plans

As reported in MACA's 2009-2010 Business Plan Update, no communities have yet completed all elements of the Integrated Community Sustainability Plan. A number of communities have hired external resources to assist them in completing their plans by the March 2010 deadline. MACA and NWTAC continue to e work closely with communities on Strategic Planning and Capital Investment Plans. MACA is also working with Canada to extend the deadline to March 2012.

Number of elections without irregularities

In 2008, nine community elections and four by-elections were held without irregularities indicating a 100 percent success rate. Of the eleven elections held in 2007, two resulted in court action.

KEY ACTIVITY 2: SCHOOL OF COMMUNITY GOVERNMENT

Description

The School of Community Government utilizes a multi-pronged territorial, regional and community-based approach to local governance capacity building through partnerships with other GNWT departments, federal departments, Aboriginal and territorial organizations, professional associations and educational institutions. The School provides training, development opportunities and resources to assist in building northern capacity in broad areas of community government responsibilities including governance, management, infrastructure, fire protection, lands, recreation, public safety and community operations.

Major Program and Service Initiatives 2010-11

MACA will continue to provide training and other supports to communities to assist with capacity building initiatives, implementation of Integrated Community Sustainability Plans, and community and human resource assessments.

The Department will continue to coordinate training opportunities that reflect the priorities of community governments in areas such as infrastructure maintenance and management, water and waste management, fire protection, land administration, governance, and recreation.

The Department will work with its partners in the design and delivery of a defensive firefighting module that incorporates new national standards.

The emergency management strategic plan will help establish and implement training plans to ensure key personnel and organizations have the skills and knowledge to respond at the community and territorial levels.

MACA implemented a Community Management and Finance Program, which consists a series of training courses designed to provide certification to community staff in the areas management and finance. The delivery of this program will continue to help key management staff build capacity and effectively respond to increased municipal government responsibilities, roles and authorities.

Four Year Business Plan Update

Results to Date

MACA completed administration of the Community Capacity Building Fund. This Fund provided a total of $35 million to all communities in the Northwest Territories to support community capacity building initiatives identified as priorities by community residents.

Human Resource and Strategic Planning Tools were completed and are now being used by community governments to support Integrated Community Sustainability Plans required under the Canada-Northwest Territories Gas Tax Agreement.

The Department developed and continues to deliver a series of capital planning and finance workshops.

MACA received a designation for the position of Community Recreation Facility Operator from the Apprenticeship, Trades and Occupational Certification Board and community staff engaged in this training will now receive formal certification.

MACA completed "Northern Governance and Capacity Building", a successful two year Northern research project. Implementation of the identified recommendations will continue, and will ensure delivery of relevant and practical courses for community government staff.

"Life Source", an educational resource for community councils, staff, and the public, was developed and distributed to raise awareness of the importance of clean water and the need to protect quality drinking water.

MACA participated with Indian and Northern Affairs Canada on an external review of the Department's Management and Finance Program. Results show that there is strong support for continued training by the Department, and respondents encouraged a collaborative partnership between the two organizations to help build capacity.

MACA assumed responsibility for the Recreation Leadership Program from Aurora College to provide for an applied learning training program through the School. This resulted in a renewed Community Recreation Leaders Certificate Program.

MACA expanded the involvement of the Northwest Territories Association of Communities and the Local Government Administrators of the Northwest Territories on the School's Program Advisory Committees.

New emergency management training resources were developed to assist communities in testing their emergency management systems.

In partnership with the Northwest Territories Association of Communities, the Department developed and implemented a training series focusing on good governance. The series offers elected officials governance training in core areas of municipal operations.

The Department partnered with the Department of Transportation and the Northwest Territories Status of Women to deliver an airport maintainer training and heavy equipment operations to women interested in trades.

Changes to Four Year Plan

The Department has worked with recreational professionals to introduce a new Community Recreational Leadership Certificate Program.

Program design has been completed to provide emergency management training to community, regional and territorial organizations.

Measures Reporting

Number and type of training programs delivered

The Department projects that forty courses will be delivered in community government priority areas of governance, infrastructure maintenance, water and waste, fire protection, recreation, community operations and lands administration in 2009-2010. Approximately fifty courses where delivered in 2008-2009.

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Training success/completion rates/certification rates

Similar to 2007-2008, ninety percent of students successfully completed courses offered in 2008-2009.

Number of community government staff receiving training

The Department anticipates that four hundred community government staff will receive training in 2009-2010 and ninety percent will be satisfied with course instruction, course materials and course coordination. Similar figures were experienced in 2008-2009.

Proportion of community government positions occupied by certified staff, for those positions where certification is available

Due to operator turn-over and upgrades to existing systems, approximately seventy percent of community governments will have certified operators at the appropriate classification level for their water treatment plants in 2009-2010. This is a 13 percent decrease from 2008-2009. Forty community government staff have achieved occupational certification in their field.

KEY ACTIVITY 3: LANDS ADMINISTRATION

Description

Through its Land Administration Division, MACA administers Commissioner's Land, provides advice and assistance to community governments on land use and community planning, performs property assessments, undertakes environmental planning and regulatory review, and provides technical mapping and surveying services to community governments and the public.

Major Program and Service Initiatives 2010-11

MACA will continue to address longstanding land administration issues in order to demonstrate capacity and competence in managing lands and resources in anticipation of devolution.

MACA will develop an evaluation framework for the Interim Trespass Enforcement Strategy and evaluate the effectiveness of the Strategy.

In 2009-2010, the Department indicated that a land use planning exercise with stakeholders would be initiated to resolve lease administration and land and environmental management issues in the greater Yellowknife Watershed Development Area for application throughout the NWT. In lieu of this initiative, MACA will develop a territorial-wide recreational leasing policy to resolve lease administration and land and environmental management issues.

The Department will continue to monitor and participate in the Environmental Assessment of the Giant Mine Remediation Project currently under review by the Mackenzie Valley Environmental Impact Review Board.

The Department will initiate a review of the legislative, regulatory, and policy framework currently in place governing the administration and management of Commissioner's Land.

MACA will reaffirm the need for communities to plan for the orderly development of their communities by encouraging and supporting communities in the development of community plans and zoning By-laws.

MACA will also continue progress on updating aerial photography and mapping of NWT communities.

The Department will continue to lead an initiative to assist community governments to formalize ownership of Community Public Infrastructure through securing land tenure.

The Department will evaluate the process used to conduct the 2008 General Property Assessment in the General Taxation Area of the NWT. The evaluation will lead to the development of a new strategy for the phasing-in of the next cycle of General Assessments in the General Taxation Area and the Municipal Taxation Authority communities, resulting in an increase in revenue for the GNWT and for communities. Discreet amendments to the Property Assessment and Taxation Act are required to make the property assessment process more functional.

Municipal and Community Affairs

Four Year Business Plan Update

Results to Date

In 2007-2008, the Department implemented the Interim Trespass Enforcement Strategy. The Department continues to work cooperatively through a partnership with the Akaitcho Dene First Nations to share information about trespass in its asserted territory and continues to educate the public about trespass on Commissioner's Land.

The Department worked closely on the pre-implementation activities associated with the land components of the Déline Final Self-Government Agreement, and will provide support for land identification and withdrawals actions on the Acho Dene Koe First Nation and Northwest Territories Métis Nation negotiation processes to the Department of Aboriginal Affairs and Intergovernmental Relations.

The Department completed aerial photography and Global Position System identification of trespassers in the Hay River and Fort Smith Block Land Transfer Areas, as well as updating aerial photography and mapping of six communities. Over 2009-2010, the aerial photography program continued with work completed for the communities in the Dehcho Region.

MACA continues to support those communities that are willing and able to take on responsibility for the administration of public Commissioner's land within their community boundaries. MACA is working with the Town of Norman Wells that will see the majority of the Commissioner's land within the Town's boundary, transferred to the Town, in fee simple title.

MACA addressed appeals resulting from the General Assessment in the General Taxation Area through the Territorial Board of Revision.

Changes to Four Year Plan

The Lands Administration Division will continue to make a contribution to the overall development of a Land Use Framework for the NWT, as part of the 16th Legislative Assembly's Managing This Land strategic initiative. It is also participating in the review of the regulatory system in the NWT.

Measures Reporting

Percentage change in additions to property assessment rolls; deletions to property assessment rolls; value of assessment

The General Assessment in the General Taxation Area in 2008-2009 increased the values of properties in the General Taxation Area communities by approximately 60 percent, and by 57 percent in the Hinterland (i.e. diamond mines and oil and gas installations). This was the result of updating construction costs from 1997 values to 2007 values as required under a General Assessment.

Percentage of communities without a community plan; with dated community plans; with current community plans

As reported in the 2009-2010 Business Plan Update, there are 27 communities in the NWT that have community plans and zoning by-laws. However, most of them are outdated. The Lands Administration Division worked with the Settlement of Colville Lake in reviewing and providing advice on updating its community land use plan. MACA also provided advice to the Hamlet of Enterprise on its first ever General Plan and Zoning By-law. It assisted the City of Yellowknife with 12 amendments to its Zoning By-law.

Percentage of properties in database with current mapping; and surveyed

The Lands Administration Division has aerial photography and mapping that was created in 2001 for all communities in the NWT. In 2007-2008 the Division started a program to update its aerial photography. The majority of the communities in the Beaufort-Delta and Sahtu Regions have been photographed, as well as Hay River and Fort Smith, including the Block Land Transfer Areas that surround these two communities.

The Division started survey approval work to legally describe parcels in the Inuvialuit Settlement Area that are being returned to the Commissioner as part of the implementation of the Inuvialuit Final Agreement. Extensive pre-implementation work to develop a survey plan for the transfer of land under the Déline Final Self-Government Agreement was also completed.

Number of lands administration applications received; applications in process; approvals provided (leases issued); rent reviews required/completed; surrendered

Reporting of the actual lease application and lease issuance activity is not available due to the ongoing work the Division is undertaking to finalize and implement an improved land database. Activity has leveled off now that the Affordable Housing Initiative has been completed. Conversion of leased parcels to full private ownership continues to increase. There is an increasing demand for land for commercial and industrial use. While the increase is not great, these types of leasing activities are more complex than a standard residential lease and take more time and effort to process.

Number of lots transferred

During 2008-2009, a total of 129 parcels of Commissioner's Land were converted from a leasehold interest to fee simple title. This is an increase of approximately 110 percent over 2007-2008. The majority of the land was transferred to community governments, but the trend for the public to convert leases to fee simple is on the rise.

KEY ACTIVITY 4: SPORT, RECREATION AND YOUTH

Description

Through its Sport, Recreation and Youth Division, MACA provides advice and assistance concerning recreation, sport, physical activity, youth and volunteer programs and represents the GNWT in its partnership with the NWT Sport and Recreation Council (SRC) and other stakeholders.

Major Program and Service Initiatives 2010-11

The Department will continue to increase its support for proven and innovative youth leadership programs and implement a partner's youth ambassadors program that encourages youth to develop their leadership skills by volunteering with communities and volunteer organizations.

Working collaboratively with other GNWT departments and key stakeholder groups, the Department will enhance its physical activity promotional efforts, particularly for target populations that are at risk.

MACA will assist the SRC in implementation of its sport and recreation system Strategic Plan and Evaluation Framework to guide the development and implementation of programs and services for residents.

An updated NWT Volunteer Support Initiative will be developed and implemented.

In order to integrate and streamline all existing youth programs, MACA will launch a new Youth Development Strategy to improve the current level of programming with which to support youth in the Northwest Territories.

The Department will work collaboratively with GNWT Departments and NWT youth serving organizations to develop and maintain a Youth website with which to provide a single window access point for NWT youth to GNWT programs and services.

The Department, in consultation with the SRC will consider options to develop a long term plan to support NWT participation in multisport games.

Four Year Business Plan Update

Results to Date

The Department successfully implemented sport and physical activity promotional programs to encourage more residents to achieve the related health benefits. Such successes include the delivery of the Get Active program as part of the Healthy Choices Framework; the introduction of the Right to Dream Program in partnership with the Aboriginal Sport Circle of the Western Arctic; and an After School Physical Activity pilot program with the SRC.

MACA continues to advance youth priorities and leadership development through the delivery of the Youth Corps and Youth Contributions Programs. Increased funding has contributed to successes in creating learning opportunities for youth in a variety of ways that include both traditional and non-traditional learning environments. The 2010 Youth Ambassadors and Inuit and Dene Games Programs also provided a significant youth leadership development opportunity.

In cooperation with the Department of Finance, the Department co-hosted the NWT Volunteer Forum to obtain valuable feedback on development of an updated 2009-2012 Volunteer Support Initiative.

Changes to Four Year Plan

The 2010 Vancouver Olympic and Paralympic Winter Games projects are anticipated to be completed in 2009-2010 with one-time funding available for this purpose. The Department is focusing on building on the youth leadership and physical activity and sport legacy of the Games with community governments and partners.

The Department, in consultation with SRC commissioned an independent review of the Northwest Territories' participation in major multisport games.

Measures Reporting

Rates of physical activity

As reported in the 2009-2010 Business Plan Update, the first ever physical activity rates for NWT children and youth were reported in 2008. An estimated six to eight out of every 10 NWT youth are not physically active enough to gain a health benefit.

Physical activity rates for adults have been tracked in the north (Yukon and NWT) for 2000, 2003, 2005 and 2009. Fifty percent of NWT adults are not physically active enough to achieve a health benefit.

Rates of volunteerism

Volunteer participation rates were measured in 1999 and 2004. Fifty-three percent of NWT residents volunteer on a regular basis.

The Department is in the process of identifying measures to determine the effectiveness of Youth programming.

KEY ACTIVITY 5: REGIONAL OPERATIONS

Description

Regional Offices are responsible for the coordination and delivery and implementation of many of the Department's programs and services to community governments. Regional staff are the point of contact for community governments and provide advice and support to communities and other stakeholders on a range of issues. They advise community governments on governance, administration, capacity building, budgeting, financial reporting and other activities to support the use of sound management and financial practices. They support communities in the development of community capital infrastructure planning, project management and the operation and maintenance of community infrastructure and equipment. They support healthy active communities, recreation, youth activities and volunteerism. They assist community governments with land administration and planning activities and administer leases for Commissioner's Lands. They support the development of local fire departments, and participate in fire training activities, local inspections and investigations.

Major Program and Service Initiatives 2010-11

Regional staff are the front-line service delivery mechanism for all MACA's programs and services, and play an integral role in ensuring community governments receive support, information and advice in all areas of departmental activity. Regional offices are the first point of contact and play an important role in emergency response and preparedness at the community level.

Since regional offices deliver all departmental programs and services, there are no separate measures for regional operations.

c) Update on Strategic Activities

STRATEGIC INITIATIVE: BUILDING OUR FUTURE

Action: Expand Programming for Children and Youth

Description

Youth Centres

MACA supports the operation of community youth centres by providing a stable funding source so that community governments and community groups operating youth centres can recruit and train staff, and to operate a basic level of service for these facilities.

Youth Programs

MACA will continue to provide funding to support a range of innovative and positive programs that benefit youth in the Northwest Territories.

Activity to Date

Youth Centres

Many community youth centres must pay for staff and utilities before programming even starts. In 2009-2010, MACA anticipates that there will be 30 community centres offering programming to youth. With the current funding level, MACA anticipates that each of these centres will receive core operational funding of $16,667 each. Most youth centres operate on an unstable base of grant funding from various sources and organizations and is often insufficient to offer new or innovate programming.

Youth Programs

MACA delivers and supports a variety of programs targeted to youth through the "Youth Corps Program". These programs include Take a Kid Trapping; Youth Ambassadors Program; Northern Youth Abroad; youth forums; wilderness education programs; and National Aboriginal Achievement Awards.

Planned Activities: 2010-11

Youth Centres

MACA will continue to provide stable funding for community youth centres to improve local programming opportunities.

Youth Programs

Most of the pilot initiatives delivered through the Youth Corps Program have been extremely well received by communities and youth, and the Department is providing stable multiyear funding for the most successful of these pilots.

In order to integrate and streamline all existing youth programs, MACA will launch a new Youth Development Strategy, to improve the current level of programming with which to support youth in the NWT.

Planned Activities: 2011-12 and Future Years

Youth Centres

MACA will continue to provide stable funding for community youth centres to improve local programming opportunities.

Youth Programs

MACA will continue to review Youth Corps programs, and change focus if necessary, to ensure that youth programming remains relevant and appropriate.

Action: Encourage Healthy Choices and Address Addictions

Description

Healthy Choices Framework

MACA, along with the Departments of Health and Social Services and Education Culture and Employment, is continuing implementation of the existing Healthy Choices Framework, and gradual enhancement of activities, as a cost effective investment in improving the health of NWT residents, and to reduce long-term health and social service costs.

Support for Multisport Games

MACA is supporting NWT participation in multisport games including the Arctic Winter Games, North American Indigenous Games, and the Canada and Western Canada Games.

Activity to Date

Healthy Choices Framework

The GNWT Healthy Choices Framework and Action Plan identifies the following key health and wellness areas: reducing high-risk sexual behaviors, tobacco harm reduction and cessation, prevention of addictions and injuries, and the promotion of physical activity, healthy eating and mental health.

Existing framework projects include territory wide multi-media campaigns targeted at tobacco reduction (Don't be a Butthead) and physical activity (Get Active NWT) along with pilot interventions such as the 'Healthy Foods North' pilot project in three Beaufort Delta communities.

During 2009-2010, MACA is providing funding to implement a social marketing campaign and after school physical activity pilot program both designed to improve physical activity levels.

Support for Multisport Games

MACA commissioned an external consultant to undertake an extensive review of NWT participation in multisport games events to provide the Department and the GNWT with:

- A basis for assessing the appropriate level of investment in multisport games;
- How to quantify what benefits could be achieved as a result of the resources invested;
- An analysis of the existing management processes related to games participation; and,
- Recommendations on a more effective and efficient approach to multisport games participation and delivery.

Planned Activities: 2010-11

Healthy Choices Framework

MACA currently supports a wide range of healthy choices initiatives through their responsibilities with the sport, recreation, volunteer and youth mandates. Effort in 2010-2011 will focus on continuation of a

physical activity social marketing campaign and expansion of the after school physical activity and sport initiative.

Support for Multisport Games

The Department and SRC will cooperate on the development of a long term plan to support NWT participation in multisport games.

Planned Activities: 2011-12 and Future Years

Healthy Choices Framework

Future effort will involve support for coordinated school centered physical activity projects; expansion of a community champions program; and implementation of targeted physical activity projects for high risk populations.

Support for Multisport Games

MACA will continue to monitor the NWT's involvement in multisport games with a view to aligning investments with strategic objectives related to healthy living, community and economic development and related goals in the cultural, educational and justice areas.

Action: Enhance Support for the Voluntary Sector

Description

Support Volunteerism

MACA is implementing a volunteer development strategy to enhance support to the volunteer sector.

Activity to Date

In 2009, the Department co-hosted with the Department of Finance, the NWT Volunteer Forum to obtain valuable feedback in support of an updated 2009–2012 Volunteer Support Initiative. The updated Volunteer Support Initiative will help the Department to continue to promote and support volunteers and volunteerism in the Northwest Territories.

Planned Activities: 2010-11

MACA will implement the 2009-2012 Volunteer Support Initiative.

Planned Activities: 2011-12 and Future Years

The 2009-2012 GNWT Volunteer Support Initiative will include detailed actions to improve training opportunities for volunteers, promote the social and health benefits of volunteering, and engage youth as new volunteers and support the development of resources to complement these activities.

Action: Increase Safety and Security

Description

Enhancing Emergency Services

Community governments are experiencing pressures in delivering ground ambulance and/or highway rescue services. The Government allocates funding on an interim basis to enable community governments to continue to deliver these services, pending the development of options related to a legislative and/or funding framework. In the longer-term, the Government may also invest in moving towards a long-term approach to deal with the issues arising from the lack of a comprehensive, coordinated system of ground ambulance and highway rescue services in the Northwest Territories.

Activity to Date

A Ground Ambulance and Highway Rescue Committee, co-chaired by MACA and Health and Social Services, has been established with representatives from communities with all-year road access and officials from the departments of Transportation and Finance. The Committee collaborates to guide the development of a Ground Ambulance and Highway Rescue framework. The Committee is meeting regularly to discuss the elements essential to the completion of a funding model for communities interested in ground ambulance and highway rescue, as well as a legislative proposal for a territorial ground ambulance statute.

Planned Activities: 2010-11

MACA and Health and Social Services have developed a joint work plan which focuses on the continued development of ground ambulance and highway rescue. The work plan will be updated and/or modified as departments progress with development of a legislative and funding framework. Health and Social Services will lead development of the legislative framework.

Planned Activities: 2011-12 and Future Years

If the legislative proposal is approved by Cabinet, it is expected that the drafting of a Ground Ambulance bill will take place during the 2011-2012 fiscal year.

STRATEGIC INITIATIVE: MANAGING THIS LAND

Action: Continue to Develop Governance

Description

Land Administration Program Delivery

Term positions are being retained in order to ensure that the backlog of file breaches, lack of enforcement and policy inconsistencies can be addressed. As well, it is particularly important for the GNWT to address these longstanding land administration issues in order to demonstrate capacity and competence in managing lands and resources in anticipation of devolution.

Activity to Date

Work has been underway to address outstanding lands administration issues across the NWT, and to develop and implement a new policy and program framework to ensure the administration of Commissioner's Land is undertaken in a diligent, comprehensive, and responsible manner. Continued public attention to the trespass issue, and the increase in specific lands issues being raised by communities and other stakeholders, indicate that the public is no longer willing to accept an inadequate level of service in this area.

Planned Activities: 2010-11

The land administration function performed by MACA is facing an increased demand for services across the NWT, while at the same time, addressing both emerging and complex land management challenges such as attempting to manage land in unsettled land claim areas. At the regional level, the focus will continue to be on meeting service needs from the public as well as correcting file breaches and ensuring lands programs and policies are consistently implemented, stabilized and sustained. At the headquarters level, staff will continue to work on addressing complex policy issues, such as the development of a recreational leasing policy and work to develop and implement a performance security regime for commercial and industrial leases.

Planned Activities: 2011-12 and Future Years

MACA must ensure that service delivery to the public is stabilized, and that strategies that are in the early or mid stages of implementation are continued on a number of land-related initiatives, including the following:

- Continuing with the strategic direction of the Lands Administration Division to transfer Commissioner's Land to community governments;
- Keeping pace with service demands from the public;
- Providing the required resources to diligently inspect and enforce the terms and conditions of leases issued by MACA;
- Enforcing the provisions of the Interim Trespass Enforcement Strategy ;
- Demonstrating to the public a commitment to environmental stewardship;

Municipal and Community Affairs

- Ongoing policy and program development support to deal with issues related to the environmental reclamation of contaminated mine sites, and the requirement for performance security for leases of Commissioner's Land for commercial and industrial use; and
- Continuing to support the Department of Aboriginal Affairs and Intergovernmental Relations in the negotiation of land-related components of land, resources, and self-government agreements, including pre and post-implementation activities.

Action: Protect Territorial Water

Description

Protection of Public Water Supply – System, Upgrades, Training and Support

MACA, as part of the Departmental Drinking Water Management Committee, continues to participate in the coordination of management and administration of drinking water issues in the Northwest Territories.

Activity to Date

In 2003, the Committee released the draft Framework and Strategy for Managing Drinking Water in the NWT for public comment. The final document, *Managing Drinking Water Quality in the Northwest Territories: A Preventative Framework and Strategy* is the foundational document to focus initiatives to protect public water supply, and outlines guiding principles and best practices for safe drinking water management, and the role of agencies involved in providing safe drinking water.

In 2009-2010, MACA initiated the following activities to support capacity building for water treatment plant operations:

- Circuit Rider Training Program;
- Development of study guides for the water certification courses;
- The Household Water Tank Cleaning Video and public service announcement were released;
- The video Life Source – Ensuring Safe Drinking Water in the NWT
- Installation of on-site bacteriological testing units;
- Eight communities received funding for water licenses;
- Water supply system upgrades/technical support; and
- Development of a GNWT water website initiated.

Planned Activities: 2010-11

In 2010-2011, MACA anticipates the following activities to support capacity building for water treatment plant operations:

- Continued delivery of the Circuit Rider Training Program;
- Continued support for water licenses;
- Fully developed water website;
- Water supply systems upgrades/technical support; and
- Water and wastewater course development.

Planned Activities: 2011-12 and Future Years

In order to build on current initiatives and promote further partnership actions to ensure safe drinking water, the following priority areas have emerged that require multi-departmental attention:

- Source water protection;
- Training and support for water treatment plant operations; and
- Public education and engagement.

Action: Mitigate and Adapt to Climate Change

Description

Energy Conservation and Efficiency

MACA, in collaboration with the Arctic Energy Alliance, is assisting community governments to complete community energy plans that are required under the Canada-NWT Gas Tax Agreement as part of an Integrated Community Sustainability Plan. Through supporting the completion of community energy plans, MACA is encouraging alternative energy initiatives, working with communities on climate change adaptation and mitigation and focusing on reducing energy costs for communities.

Activity to Date

MACA has been providing funding to the Arctic Energy Alliance for this initiative since 2006-2007. As of July 2009, three communities have Council-approved energy plans and approximately 10 others are at various stages in the process.

Planned Activities: 2010/11

MACA will continue to work with community governments to develop community energy plans. The Canada-NWT Gas Tax Agreement requires all communities to complete their energy plans by March 31, 2010.

Once energy plans are completed, the Arctic Energy Alliance and MACA will continue to work with and support communities to implement the actions identified in their energy plans as well as seek financial and technical support for new and retrofitted capital projects.

Planned Activities: 2011/12 and Future Years

The Canada-NWT Gas Tax Agreement will be updated and amended for implementation effective April 2010. It is anticipated the next steps in the Integrated Community Sustainability Planning process will continue to focus on climate change mitigation and adaptation. Pending direction from that renewal, a work plan for 2011-2012 and forward will be developed.

STRATEGIC INITIATIVE: MAXIMIZING OPPORTUNITIES

Action: Maximize Benefits from Resource Development

Description

Mackenzie Gas Project (MGP) Strategic Investments – Permits, Coordination, and Regional Support

MACA will assist community governments with preparing and implementing strategies to maximize benefits and minimize or mitigate negative impacts from resource development and address pressures on community government programs and services associated with impacts of the proposed MGP .

Activity to Date

In 2005-2006, MACA provided over $1.2 million to communities to prepare for hearings, negotiate with MGP proponents, and undertake planning for the project. Four term employees were funded to assist with this work (positions sunsetted in 2007-2008). In 2006-2007, $125,000 was made available for community governments to undertake pipeline related research and planning.

In 2008-2009 and 2009-2010, MACA continued efforts to ensure community and departmental issues related to resource development activities were represented and advanced at inter-departmental, inter-governmental and resource developer working groups and forums. Additional resources in the Office of the Fire Marshal and Lands Administration Division will ensure departmental roles and responsibilities relative to the regulatory phase of the MGP are understood and adhered to by other levels of government and the proponents of the MGP.

Planned Activities: 2010-11

The MGP is expected to result in an increase in reviews of fuel storage and building plans for National Fire Code and National Building Code compliance. Project related demands would increase the administrative and operational burden associated with issuance of code compliance plan reviews (prior to procurement), inspection reports for facilities (during facility construction) and issuance of occupancy load certificates (at construction completion). There is also anticipated to be increased volume of water licenses, land use permits, and other land instruments. The project will also require the issuance of an estimated 7,000 authorizations for the construction of the MGP. MACA has a regulatory responsibility for the issuance or review of the majority of these licenses, permits and land use authorizations.

MACA will utilize the following resources (approved in 2009-2010 for a three-year term) to ensure the interests of community governments are addressed and the GNWT's regulatory obligations are met:

- Office of Fire Marshal Plan Review Officer position to review MGP's fuel storage and building plans for National Fire Code and National Building Code compliance;
- Regulatory Specialist position (Lands Administration Division) to undertake administrative work related to the reviewing and processing of applications; and
- Resource Development Impact Coordinator position (Directorate) to continue managing and coordinating pipeline readiness activities in the Department, with other departments and governments, and with community governments.

As of July 2009, none of the above positions have been filled pending further information on the status of the project, including timelines.

Planned Activities: 2011-12 and Future Years

Planned activities under this initiative are tied to certain milestones associated with the MGP. A change in the schedule could have impacts of timing and requirements for planned activities. In the event the project proceeds, MACA will have a need for funding to support the term positions to the end of 2011-2012.

To ensure community governments are able to benefit from the opportunities and to help them prepare for the impacts of the MGP, MACA will focus on supporting community governments as the MGP progresses from the environmental assessment stage to the regulatory and construction phases.

Action: Promote the NWT as a Place to Visit and Live

Description

Promote the NWT at the 2010 Olympics

MACA, in collaboration with other GNWT Departments undertook activities aimed at promoting the NWT at the 2010 Winter Olympic and Paralympic Games (2010 Olympics).

Activity to Date

The Vancouver Organizing Committee for the 2010 Olympics (VANOC) and the three territories signed a Memorandum of Understanding (MOU) in Whitehorse at the 2007 Canada Winter Games (CWG). The MOU is on exploring opportunities for cooperation leading up to and during the 2010 Olympics. The MOU outlines eight areas of potential cooperation, including an opportunity for northern athletes to demonstrate traditional Dene and Inuit Games at the 2010 Olympics; the development of a volunteer program for youth; and opportunities for territorial artists and performers to showcase their skills.

An inter-departmental Deputy Ministers' Committee coordinated GNWT involvement at the 2010 Olympics. The GNWT also participated in related intergovernmental working groups; Education, Culture and Employment was in a Federal/Provincial/Territorial working group on Cultural Opportunities, and a working group from the three territories and VANOC developed specific agreements for projects falling from the MOU.

MACA organized a variety of sport and volunteer activities including:

Torch Relays (carriers)
The Olympic Winter Games relay will travel through the NWT communities of Inuvik, Yellowknife, Dettah and N'dilo on November 4 and 5th, 2009,

Inuit and Dene Games Demonstrations
The Department will support the participation of 16 Dene and Inuit Games athletes at the 2010 Olympics. These youth volunteers demonstrated their unique northern games to visitors from around the world.

Youth Ambassador Program
The Department will support the participation of over 30 youth as volunteers and ambassadors for the NWT at the 2010 Olympics.

Skilled Sports Volunteers
The Department supported the participation of NWT residents selected by VANOC as skilled sport volunteers at the 2010 Olympics and Paralympic Winter Games.

Planned Activities – 2010/11

MACA will continue to build on the success of the activities undertaken during the 2010 Olympics by furthering the promotion of traditional games and continuing to develop leadership skills for both sport and volunteer leaders.

STRATEGIC INITIATIVE: REFOCUSING GOVERNMENT

Action: Improve Human Resource Management in the NWT

Description

Improve Community Capacity

MACA is participating with the Department of Human Resources to design and implement collaborative actions, in partnership with community governments and Aboriginal governments, to develop and retain staff in the territorial and community government public services.

Activity to Date

A Public Service Capacity for Local Governments Steering Committee has been formed that consists of the Department of Human Resources, MACA, the Local Government Administrators of the Northwest Territories and the Northwest Territories Association of Communities. Consultations took place with community leaders at the NWT Association of Communities 2009 Annual General Meeting and work is underway on development of strategies and program design, with information on programs being available to community governments and other stakeholders in fall 2009.

Potential areas of programming being explored include:

- Implementation of a local government administrator trainee program;
- Mentorship programs;
- Good Governance development and training for elected leaders;
- Marketing and recruitment initiatives to attract young people to work in municipal government;
- Support to the Local Government Administrators of the Northwest Territories to extend their capacity building initiatives;
- Shared services opportunities between the GNWT and community governments including secondment and transfer opportunities; and
- Opportunities for "pooling" of human resource related functions amongst communities.

Planned Activities: 2010-11

Programs and supports to support community government capacity will be implemented. MACA will continue its role on the Working Group and with stakeholders to refine strategies to recruit/retain qualified community government staff.

Planned Activities: 2011-12 and Future Years

MACA will continue the delivery of programs and services to support community capacity.

d) Overview of Infrastructure Investments

Activity to Date

The Department has completed the following projects that are on its capital plan:

- Behchoko Water and Sewer Main Replacement;
- Behchoko Vault Replacement;
- Fort Simpson Water Sewer Main Replacement;
- Hay River Sewage Treatment Lagoon Upgrade;
- Norman Wells Advanced Meter Reading;
- Fort Smith Water Treatment Plant Upgrade;
- Fort Smith ARB Utility Management System;
- Fort Simpson Chopper Pump;
- Nahanni Butte Gym Complex; and
- Edzo Water Treatment Plant.

As part of the transition to community governments assuming responsibility for all aspects of capital planning and acquisition, the above projects were retained on the Department's capital plan because they were cost-shared between Canada and the GNWT under the Municipal Rural Infrastructure Fund Agreement. The Agreement expires March 2010.

Planned Activities: 2010-11

2010-2011 will mark the fourth year that the GNWT has provided a stable funding base of $28 million for capital formula funding to community governments.

MACA is currently working on finalizing details related to the Infrastructure Stimulus Fund, and the Building Canada Plan. Under these federal funding programs, MACA will flow available capital formula funding to community governments. The programs have differing eligibility, program design and reporting requirements, and MACA will continue its work to assist communities to fully access available funding. Community governments are using their capital formula funding received from the GNWT to cost-share the available federal funding, and are focusing on building capital projects identified as priorities by community residents.

Planned Activities: 2011-12

MACA will continue its work to negotiate federal capital funding for community governments, so that communities can maximize the capital funding received from the GNWT. MACA will also continue its work related to ensuring community governments have the necessary training and support to build their capacity to continue to construct new infrastructure and maximize the life of existing infrastructure.

e) Legislative Initiatives

Activity to Date

Planning Act

The Department is working with the Department of Justice on the preparation of a bill to revoke the existing *Planning Act* and replace it with new legislation (the *Community Planning and Development Act).* It is anticipated that a draft bill will be ready for introduction in fall 2009.

Local Authorities Election Act

A working group consisting of representatives from the Northwest Territories Association of Communities, the Local Government Administrators of the Northwest Territories and MACA developed and distributed a discussion paper to seek comments and recommendations from the public about reforming the legislation. MACA is currently reviewing the results of this consultation as the basis for amending the *Local Authorities Election Act*.

Commissioner's Land Act

Bill 13, *An Act to Amend the Commissioner's Land Act*, was passed on June 4, 2009, and was brought into force in the summer of 2009. This statute provides that the *Residential Tenancies Act* does not apply to Commissioner's land held under a lease, clarifies the legal requirements for initiating actions for trespass on Commissioner's land, limits the liability of the Commissioner as an occupier of Commissioner's land, and makes other minor amendments.

Senior Citizens and Disabled Persons Property Tax Relief Act

MACA conducted a thorough review of the *Act* and has consulted with interested stakeholders, including tax-based community governments, relevant GNWT departments, the Northwest Territories Seniors' Society, the Northwest Territories Council of Persons with Disabilities, the Northwest Territories Association of Communities, and the Local Government Administrators of the Northwest Territories on proposed legislative changes to the *Act*.

Cost of Credit Disclosure

The Department obtained approval to develop new legislation to modernize and harmonize credit disclosure laws for consumers in the Northwest Territories.

Planned Activities: 2010-11

Commissioner's Land Act - MACA will seek additional amendments to the *Commissioner's Land Act* concerning security for remediation in winter 2010.

Local Authorities Elections Act – The Department will seek approval of a legislative proposal to amend the *Local Authorities Elections* Act, with the intention of developing a bill for introduction in winter 2010.

Cost of Credit Disclosure – MACA is working with the Department of Justice to develop a bill for introduction in summer 2010.

Dog Act - MACA issued a discussion paper on how to improve the *Dog Act*, including increasing penalties with the intention of developing a legislative proposal for introduction in fall 2009.

Senior Citizens and Disabled Persons Property Tax Relief Act - The Department will complete analysis of the *Act* with the intention of developing a legislative proposal for introduction in spring 2010.

Planned Activities: 2011-12

The Department will review aspects of the *Fire Prevention Act* in early 2010, with submission of a legislative proposal in winter 2011.

f) Human Resource Overview

Overall Human Resource Statistics

All Employees

	2009	%	2008	%	2007	%	2006	%
Total	114	100	135	100	138	100	126	100
Indigenous Employees	67	59	81	60	82	59	68	54
Aboriginal	39	34	44	33	46	33	38	30
Non-Aboriginal	28	25	37	27	36	26	30	24
Non-Indigenous Employees	47	41	54	40	56	41	58	46

Note: Information as of March 31 each year.

Senior Management Employees

	2009	%	2008	%	2007	%	2006	%
Total	13	100	16	100	16	100	16	100
Indigenous Employees	6	46	8	50	9	56	8	50
Aboriginal	4	31	4	25	5	31	5	31
Non-Aboriginal	2	15	4	25	4	25	3	19
Non-Indigenous Employees	7	54	8	50	7	44	8	50
Male	6	46	10	63	10	63	10	63
Female	7	54	6	37	6	37	6	37

Note: Information as of March 31 each year.

Non-Traditional Occupations

	2009	%	2008	%	2007	%	2006	%
Total	18	100	32	100	31	100	24	100
Female	4	22	5	16	6	19	2	8
Male	14	78	27	84	25	81	22	92

Note: Information as of March 31 each year.

Employees with Disabilities

	2009	%	2008	%	2007	%	2006	%
Total	114	100	135	100	138	100	126	100
Employees with disabilities	-	-	-	-	-	-	-	-
Other	114	100	135	100	138	100	126	100

Note: Information as of March 31 each year.

Position Reconciliation

This information differs from the employee information on the preceding page. Employee information reflects actual employees on March 31 of each year, and the information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	2009-10 Main Estimates	Change	2010-11 Business Plan
Total	112	-	112
Indeterminate full-time	112	-	112
Indeterminate part-time		-	-
Seasonal	-	-	-

No adjustments were made during the year

Other Positions

Summary:

	2009-10 Main Estimates	Change	2010-11 Business Plan
Total	8	-	8
Indeterminate full-time	8	-	8
Indeterminate part-time	-	-	-
Seasonal	-	-	-

No adjustments were made during the year. The following table lists the other positions.

Position	Community	Region
Executive Advisor	Yellowknife	HQ
Records Management	Yellowknife	HQ
Policy and Planning Advisor	Yellowknife	HQ
Support Srvs Coord	Yellowknife	HQ
Youth Officer	Yellowknife	HQ
Financial Policy Analyst (2)	Yellowknife	HQ
Senior Researcher	Hay River	South Slave

Municipal and Community Affairs

Other Human Resource Information

One of the stated priorities of the Legislative Assembly is to "improve human resource management within the GNWT." To address this priority, a ten-year NWT Public Service Strategic Plan, *20/20: A Brilliant North* and accompanying three-year Action Plan were developed and tabled in the Legislative Assembly on June 4, 2009. The Strategic Plan outlines specific actions to address the goal to both promote Affirmative Action throughout the GNWT and to develop Human Resource Plans for each department.

The three-year Action Plan includes the development of a framework for departmental plans to be developed by August 31, 2010. It would be expected that departments could complete their HR Plans by the end of 2010-11 and these would be incorporated into subsequent business plans. The creation of these plans will ensure a consistent and coordinated approach across government, providing equitable opportunities for all staff.

The tables below indicate the statistics on the departments' human resource activities with respect to summer students, interns and transfer assignments for 2009.

Summer Students				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
12	11	5	6	1

Interns				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
3	3	1	2	0

Transfer Assignments				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
9	6	5	1	3

Activities Associated with Staff Training & Development

MACA's Employee Information Guidelines state that employees are entitled to one training event per year. These events are at the discretion of the employee and his/her supervisor, and range from one day seminars to education assistance agreements.

g) Information System & Management

Overview

MACA maintains an effective, efficient and economical information systems environment that supports the Department's efforts to carry out its mandated responsibilities. This includes ongoing identification of the Department's information systems needs and development of plans to meet those needs; the ongoing maintenance of Department systems; and support for Department staff, and the development and maintenance of information management systems designed to support effective decision-making and program delivery.

The following is a listing of MACA's existing information systems.

- *Capital Projects Database* – provides data storage and retrieval for information on the Department's capital projects.
- *FDM System* – provides data storage and retrieval for information on all fires in the Northwest Territories.
- *ETEAM*-NWT Emergency Management System - this Operations Centre provides a base of operations for GNWT emergency operations to respond to emergencies or to support communities in responding to emergencies.
- *CAMAlot* - generates assessment rolls for the purposes of property taxation.
- *Lands Database* – provides data storage and retrieval for information on the Department's inventory of leased Commissioner's land and lease revenues.
- *Administration of Territorial Lands Act System (ATLAS) GIS.* This database assists in maintaining an inventory of Commissioner's and other types of land within the NWT.

Planned Activities: 2010-11

The Department does not have any new information systems projects planned in 2010-2011.

Planned Activities: 2011-12

The Department does not have any new information systems projects planned for 2011-2012.

4. FUTURE STRATEGIC DIRECTION FOR THE DEPARTMENT

In 2009-2010, MACA completed a draft 2009-2014 Strategic Plan for implementation in late 2009. Consistent with the Strategic Plan, the Department will support community governments in achieving their goals, priorities and planned approaches by helping to establish:

- Strong communities through effective local governance; and
- Financial policies, programs and partnerships that provide community governments with sufficient funding, resources and authority to deliver quality public services.

The Department will follow through on its commitments to a progressive approach to communication and will continue to engage effective partnerships to support communities through:

- Legislation, policies and procedures that are responsive to the changing needs of community governments and stakeholders;
- A comprehensive framework that guides communication within MACA and between departments and stakeholders;
- Collaborative partnerships and integrated strategies that promote the delivery of quality public programs and services to support communities; and
- Clear and consistent approaches supporting MACA staff in carrying out roles and responsibilities.

MACA's future strategic direction will include quality programs and services that are responsive to the diverse needs, responsibilities and priorities of communities and support best practices.

MACA will continue efforts to enhance the capacity of community staff through improved knowledge, skills and capacity training that will help establish confident, capable communities supported by knowledgeable and skilled community government staff.

The Department will also continue strong partnerships with a broad base of stakeholders to encourage healthy lifestyle choices with a focus on physical activity, youth and volunteer initiatives.